

Canada Permanent

116th
annual
report
1970



What is Canada Permanent?

Canada Permanent is one of Canada's largest savings, trust, real estate and mortgage complexes. In many ways we are similar to a chartered bank. In fact, trust companies are often referred to as "near-banks". Like a bank we have savings branches located from coast to coast and we offer a variety of savings services to the public at competitive interest rates.

In addition to our savings services we are one of the best known lenders of first mortgage money in Canada. We provide a complete and highly specialized real estate and property management service. In the investment field, we manage large portfolios for individuals and companies and act as manager for our own very popular Investment Fund. We have experienced estate and will planners in most of our branches and have been acting as Executor and Trustee to Canadian families for generations. Many of Canada's leading companies have appointed us to handle their pension plans and to act as Transfer Agent for their shares and Trustee for their bond and debenture holders.

Canada Permanent has been growing since 1855. Federally incorporated and supervised. Member: Canada Deposit Insurance Corporation.

In the illustrated section of this year's annual report (pages 12 to 16) the status of the five regions of Canada in which our company operates — and the application of Canada Permanent services on a regional basis — is discussed by our regional executives.

Contents	Page
Our Standing At a Glance	1
Letter to Shareholders	2
Review of Operations	3
Consolidated Statement of	
Revenue and Expense	6
Consolidated Statements of Undivided	
Profits, Reserve for Mortgages and	
Securities and Reserve Fund	7
Consolidated Balance Sheet	8
Notes to Consolidated Financial Statements	10
Auditors' Report	10
Statistical Review	11
Regional and Pictorial Section	12
Officers of Canada Permanent	19
Board of Directors	20
Canada Permanent Branches	22
Branch Advisory Boards	24

Our Standing at a Glance

	1970	1969
Total Assets, owned and under administration	\$3,358,908,000	\$3,150,119,000
Net Profit	5,354,000	5,300,000
Net Profit per share	75.4¢	74.6¢
Deposits, debentures and guaranteed investment certificates	1,321,380,000	1,186,365,000
Mortgages	1,096,530,000	976,809,000
Estates, trusts and agencies	1,947,439,000	1,876,851,000
Number of Shareholders	6,809	6,722
Number of employees	2,406	2,419

Canada Permanent Mortgage Corporation

Canada Permanent Trust Company

Our Services

*Savings / Savings Certificates / Debentures / Guaranteed Investment Certificates
Short Term Guaranteed Investment Certificates / Investment Fund / Registered
Retirement Savings Plan / Investor Service / Real Estate / Property Management
Mortgage Loans / Estate and Will Planning / Trusts and Estates / Employee
Relocation Plan / Pension and Employee Benefit Funds / Corporate Trust*

Letter to Shareholders

In presenting the Annual Report of your Company's activities in 1970 we have continued our plan to portray the whole story, not merely the financial results. The pictorial theme this year is a geographical one, aimed at emphasizing the extent of our operations across Canada. We have well established branches staffed by alert and enthusiastic personnel in every province and in all major centres. Our wide range of services is being used by a growing number of Canadians from coast to coast and in all walks of life.

The year has been characterized by a number of well defined economic conditions and actions. While inflationary pressures have been reduced, the restraints imposed, accompanied by a pronounced slow down in the growth rate of business activity, have contributed to some regional disparity and high unemployment in the country. Cautious relaxation of restraints is now evident and should reflect improved conditions during 1971. However, the lead time required to produce any substantial effect on the economy is likely to be longer than we have experienced in the past.

The freeing of the Canadian dollar was probably unavoidable in the light of unusual trade conditions but the floating rate has posed new problems to Canadian business in competitive world markets. The authorities, quite properly, have made every effort to keep an orderly foreign exchange relationship for the Canadian dollar.

Although consolidated earnings have remained fairly static throughout this difficult year, the outlook for 1971 is much more encouraging. The trend toward lower interest rates, additional housing starts, increased real estate activity and improved security markets will contribute to the volume of business handled.

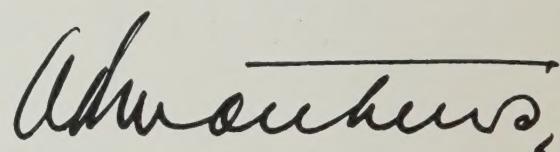
The Government's well publicized commitment to provide one million new housing units by the end of 1974 has obvious implications for Canada Permanent. In support of this program we continued to put all available funds into housing mortgages and new loans for the year total more than \$230,000,000. As you will see on the following pages, our mortgage portfolio is approximately \$1.1 billion. This

outstanding figure is an indication of the prominent role your company is playing in the Canadian economy. Plans for 1971 call for the same vigorous lending activity in the field of single and multiple housing units. Amendments to the federal loan and trust company legislation, which became law in March 1970, have opened up new avenues for development. We are planning to exploit these possibilities to the best advantage of the company and its customers. To allow us to maintain a high level of mortgage lending we applied for and received from the Minister of Finance an increase in our borrowing limits to twenty times the shareholders' equity.

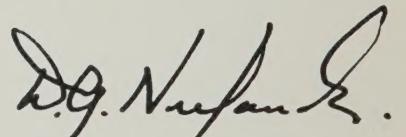
The regional organization which we adopted in 1969 is operating smoothly and we are now able to concentrate more intensively on improving the quality and range of our services. We have underway a company-wide study directed toward the development and more effective use of our human resources. A major project to provide better controls and more effective reporting systems is taking shape rapidly and will have a far-reaching effect on our operations.

Some of these programs will be implemented during 1971. Others will come on stream in phases, with completion projected for 1972.

These challenging objectives continue to place heavy demands on all members of the staff and their loyal support is profoundly appreciated.



A. BRUCE MATTHEWS, Chairman



DONALD G. NEELANDS, President

February 5, 1971.

Review of Operations

Earnings

The consolidated net profit for the year was 75.4¢ per share compared with 74.6¢ in 1969. Earnings per share are calculated on the total shares outstanding at December 31st of the respective years.

Although there was a levelling off in interest rates during 1970 and a moderate decline in the latter half of the year, debentures and guaranteed certificates maturing in 1970 were still being renewed at rates 1% to 2% higher than those at which they had originally been issued. In addition the volume of maturities was particularly heavy in 1970. As a result of these two factors no material improvement in the spread between average borrowing and lending rates was experienced during the year.

Fees and commissions increased by \$625,000 or 4.2% despite a fall off in our real estate business which resulted from the general slow down in real estate sales in 1970.

The major sources of our fee and commission revenues were as follows:

Estates and personal trusts	45%
Corporate services	21
Real estate	6
Investment management	6
Pension trusts	6
Other	16
	100%

The income from securities and call loans increased in 1970 by \$2,657,000 as a result of the continuance of our aggressive cash management program and a concerted effort to improve the yields on our bond portfolio.

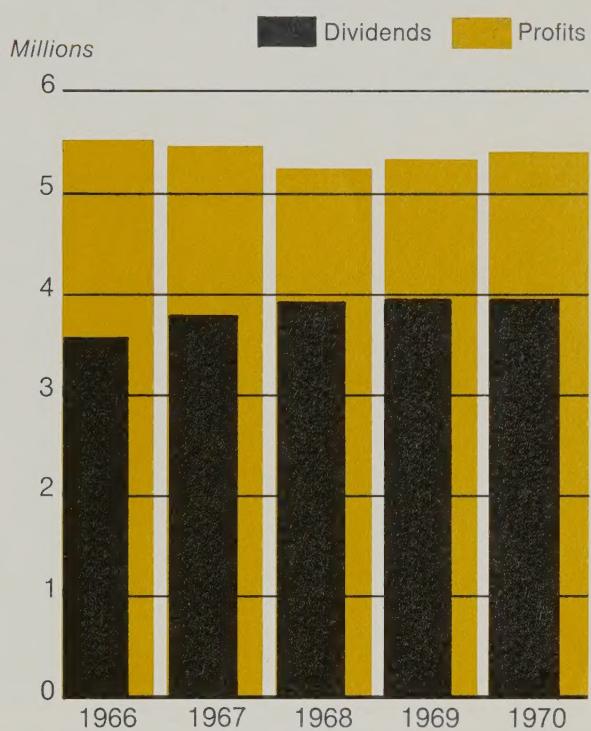
The increase in total staff remuneration over the 1969 level was 6.2%. Eliminating remuneration related to increases in the number of employees during the year, our costs were held within the 6% guideline of the Prices and Incomes Commission.

Despite the current pressures on earnings we are continuing our programs of development of new automated systems and customer services with a view to improving the efficiency of our operations and our earnings over the longer term. In 1970 the total research and development expenditures of this type were approximately \$750,000, an increase of \$400,000 over 1969.

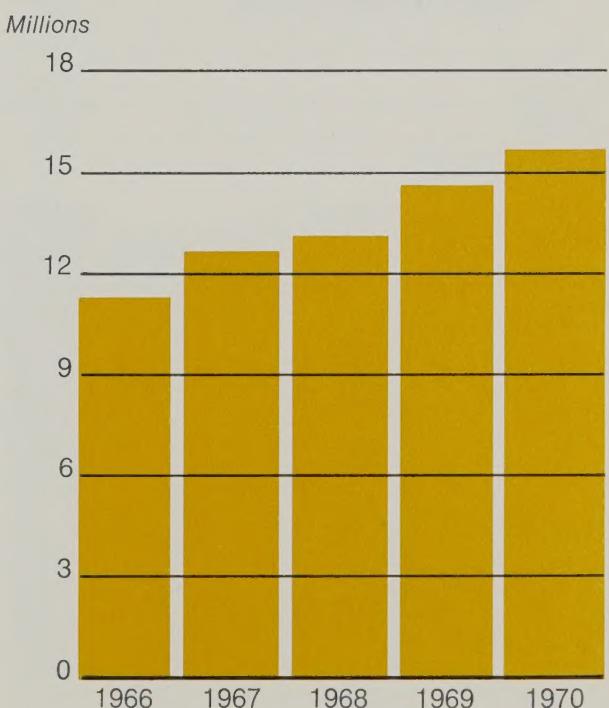
Dividends

Dividends were paid at the rate of 56¢ per share, equal to 74% of earnings. This represents a return to shareholders of 5.1% based on the market value of the stock at year end. The T.S.E. index of industrials dropped by 5.2% from January 1 to December 31, 1970. The market

NET PROFIT AND DIVIDENDS

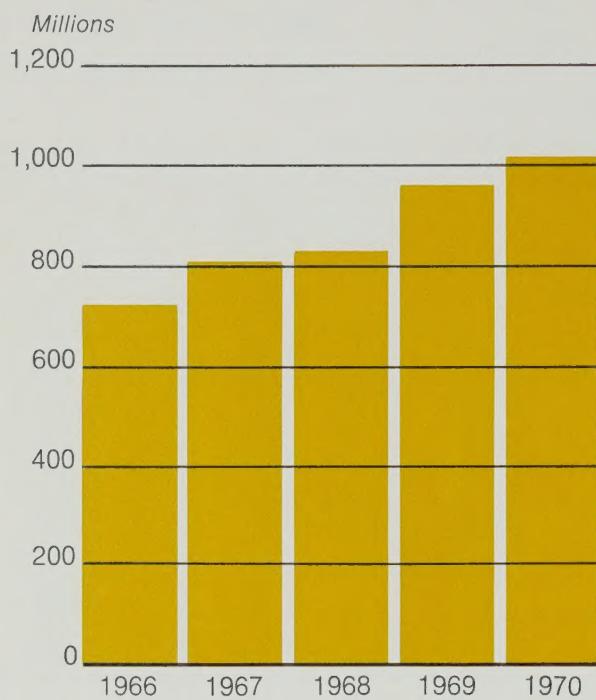


FEES AND COMMISSIONS

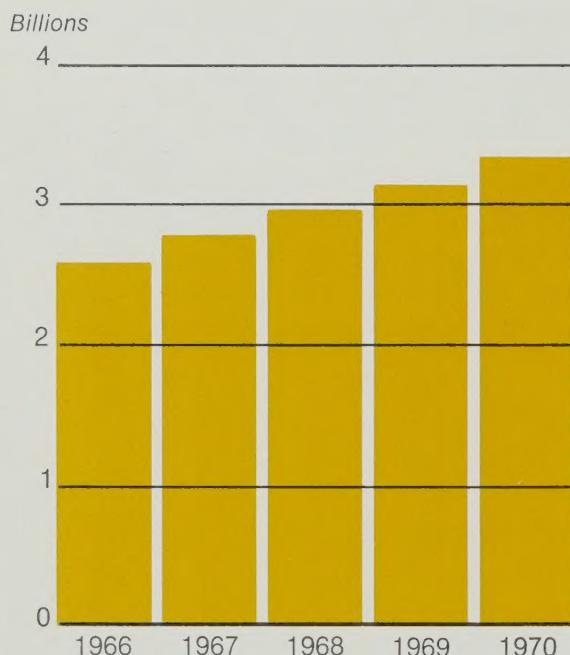


Review of Operations (cont'd.)

MORTGAGES



TOTAL ASSETS UNDER ADMINISTRATION



value of our stock decreased by only 4.3% from \$11.50 to \$11.00 during the same period.

Income Taxes

The Corporation and its subsidiary are appealing, or intend to appeal, income tax assessments totalling approximately \$2,700,000 in respect of the years 1964 to 1968. Full provision has been made in the accounts for the amounts assessed, as well as for additional taxes of \$800,000 which would arise in respect of the years 1969 and 1970 should the appeals be denied.

Mortgages

The total of the mortgage investments (less provision for losses) was \$1,096,530,000 at December 31st, an increase of \$119,721,000 over the preceding year. Included therein is \$83,025,000 of insured loans.

The total advances in 1970, including reinvestment of principal repayments received during the year amounted to \$230,000,000.

The accumulated provision for losses in the ordinary course of business has been deducted from the asset, whereas the accumulated contingency provision, formerly deducted from the asset as well, is included in the shareholders' equity section of the balance sheet.

Average interest rates on new loans which at the beginning of the year were 10 $\frac{3}{4}$ % dropped to 10 $\frac{1}{4}$ % on loans made at the end of the year.

Assets Under Administration

Total assets stand at \$3,358,908,000 having increased by \$208,789,000 during the year. The total includes company and guaranteed account assets of \$1,411,469,000 and estate, trust and agency assets of \$1,974,439,000.

Estate, trust and agency assets are valued at market value at the date of acquisition of the account, with subsequent additions at cost.

The value of new estate, trust and agency appointments for which we assumed responsibility in 1970 amounted to \$105,000,000.

Through a concerted effort in the past four years we have added to our will reservoir at an annual rate of 3,000 appointments. The resulting effect on revenues however will not be felt on the average for twelve years from the dates the wills were prepared.

Automation

Your company has taken the lead in our industry in the design of computerized systems. We are presently using an IBM System 360 Model 40 but have placed an order for the newer, faster System 370 Model 145. The company is investing heavily for the future in the design of advanced systems which will provide management with up-to-date information for decision making and effect economies in operation.

We plan to implement our new Financial Information and Control System in 1971. We are also designing, for implementation in 1972, a comprehensive system for the administration of and reporting on our portfolio of 80,000 mortgage loans.

Securities

During the year our stock portfolio was increased by \$2,060,000 to \$33,603,000.

The bond portfolio decreased by \$4,000,000 to \$219,525,000 with some switch in our holdings of Canada's and municipals to corporate bonds. As a result of the increase in dividends and the improvement in bond yields, our investment income increased 17.6% over that of 1969.

In the interest of more realistic and fuller disclosure, our investment reserve, which was previously deducted from the bond portfolio, has now been included in our shareholders' equity. The market value of the stocks (carried at cost) and the bonds (carried at amortized cost) are shown on the balance sheet.

The deficiency between the book value and market value of bonds at December 31st was \$20,324,000 an improvement of \$15,689,000 over the position at December 31st, 1969.

Savings and Term Deposits

Borrowings from the public were increased by \$135,015,000 to \$1,321,380,000 at December 31st. Of this increase \$120,000,000 was invested in mortgages and the remainder in bank deposit receipts.

The interest rates paid on term deposits have decreased from 8½% - 8¾% at January 1st, 1970 to 7% - 8¼% at December 31st. If the present rate of growth of business continues, our statutory borrowing limits should be adequate for at least the next two years.

Liquidity

Although our goal in 1970 was to maintain cash at the lowest level possible and to invest our funds at the highest rates possible, this has never been done at the risk of the liquidity required by statute. At December 31st our percentage liquidity was well in excess of the legal minimum.

1971

The outlook for Canada Permanent in 1971 is optimistic.

If interest rates continue to decrease or even remain constant the profitability of our borrowed money operations will improve.

The results of the rearrangement of our bond portfolio to produce better yields will be reflected for a full year in 1971.

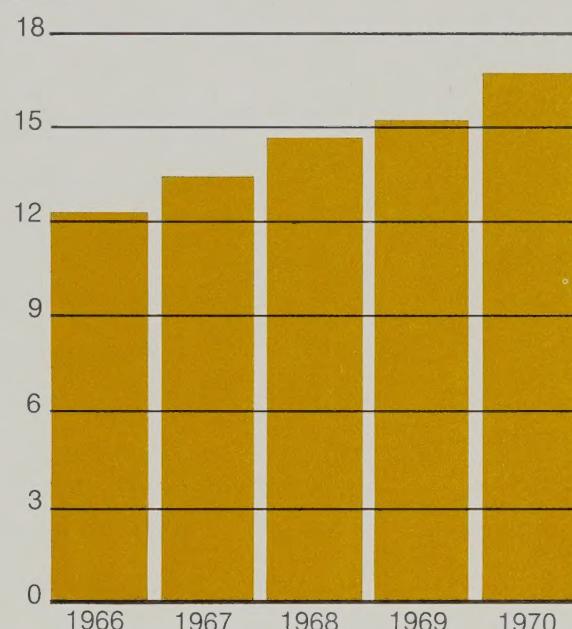
A greater effort will be made to increase the volume of our services which produce immediate fee and commission revenues, as opposed to the longer term estate business. It is expected that the real estate business will improve with the anticipated upswing in the economy in the latter half of 1971.

Although our research and development efforts will continue in 1971, the total expenditures should level off as one of our major automation projects will be completed during the year.

Salary rates and other costs will doubtless continue to rise, however a cost improvement program is being introduced which should result in holding the line on total expenses in 1971 and producing a reduction in costs in 1972.

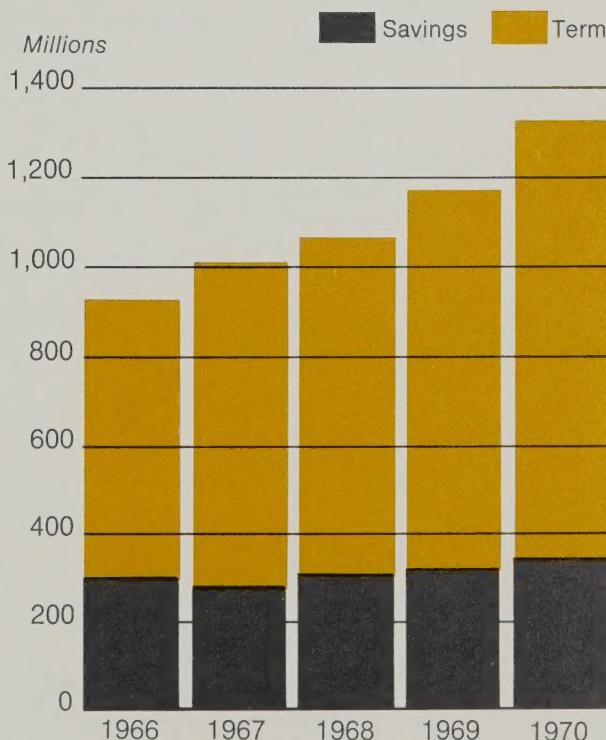
INTEREST AND DIVIDENDS FROM SECURITIES AND CALL LOANS

Millions



SAVINGS AND TERM DEPOSITS

Millions



Consolidated Statement of Revenue and Expense

For the year ended December 31, 1970

(With comparative figures for 1969, as reclassified)

		1970	1969
Revenue	Interest from mortgage loans	\$ 89,786,000	\$ 72,465,000
	Interest and dividends from securities and call loans	17,709,000	15,052,000
	Fees and commissions	15,464,000	14,839,000
	Other operating revenue	445,000	396,000
	Total Revenue	123,404,000	102,752,000
 Expense	Interest on deposits, debentures and guaranteed investment certificates	86,116,000	66,325,000
	Staff remuneration and other benefits	17,247,000	16,239,000
	Depreciation	1,008,000	1,026,000
	Other operating expenses	9,201,000	9,367,000
	Provision for mortgage losses	206,000	192,000
	Total Expense	113,778,000	93,149,000
 Profit before income taxes		9,626,000	9,603,000
Income taxes (Note 3)		4,272,000	4,303,000
Net profit for the year		\$ 5,354,000	\$ 5,300,000
 Net profit per share on the total shares outstanding on December 31		75.4¢	74.6¢

Consolidated Statements of Undivided Profits, Reserve for Mortgages and Securities and Reserve Fund

For the year ended December 31, 1970

(With comparative figures for 1969)

		1970	1969
Undivided Profits	Balance, beginning of year	\$ 1,145,000	\$ 1,094,000
	Net profit for the year	5,354,000	5,300,000
	Net gain on sale of assets (1970 — principally from sale of office premises) less applicable income taxes	2,531,000	196,000
		<u>9,030,000</u>	<u>6,590,000</u>
Deduct:			
	Dividends	3,976,000	3,976,000
	Appropriations to reserve for mortgages and securities re — Mortgages (\$820,000; 1969 — \$771,000) less applicable income tax reduction	394,000	369,000
	Securities	1,000,000	1,100,000
		<u>5,370,000</u>	<u>5,445,000</u>
	Balance, end of year	<u>\$ 3,660,000</u>	<u>\$ 1,145,000</u>
Reserve for Mortgages and Securities	Balance, beginning of year (including \$10,189,000 tax paid; 1969 — \$9,089,000)	\$20,940,000	\$19,069,000
	Appropriations from undivided profits	<u>1,820,000</u>	<u>1,871,000</u>
	Balance, end of year (including \$11,189,000 tax paid; 1969 — \$10,189,000)	<u>\$22,760,000</u>	<u>\$20,940,000</u>
Reserve Fund	Balance, beginning of year	\$41,576,000	\$41,569,000
	Premium received on issue of shares of the Corporation	<u>16,000</u>	<u>16,000</u>
		<u>41,576,000</u>	<u>41,585,000</u>
	Premium paid on acquisition of shares in Canada Permanent Trust Company	<u>9,000</u>	<u>9,000</u>
	Balance, end of year	<u>\$41,576,000</u>	<u>\$41,576,000</u>

Consolidated Balance Sheet / December 31, 1970

(With comparative figures at December 31, 1969, as restated) (Note 2)

		1970	1969
Assets			
Cash and bank deposit receipts		\$ 28,209,000	\$ 10,109,000
Secured call loans		<u>12,028,000</u>	<u>9,992,000</u>
		<u>40,237,000</u>	<u>20,101,000</u>
Securities (Note 1)			
Bonds and debentures			
Bonds of or guaranteed by the Government of Canada		69,693,000	79,560,000
Bonds of or guaranteed by the Provinces of Canada		60,813,000	60,397,000
Bonds of Canadian municipalities		13,666,000	17,942,000
Other bonds and debentures		<u>75,353,000</u>	<u>65,625,000</u>
(Market value \$199,201,000; 1969 — \$187,511,000)		219,525,000	223,524,000
Stocks (Market value \$42,757,000; 1969 — \$43,664,000)		<u>33,603,000</u>	<u>31,543,000</u>
		<u>253,128,000</u>	<u>255,067,000</u>
Advances to estates, trusts and agencies		3,506,000	2,198,000
Mortgages		1,096,530,000	976,809,000
Office premises and equipment at cost, less depreciation		<u>18,068,000</u>	<u>19,093,000</u>
		<u>\$1,411,469,000</u>	<u>\$1,273,268,000</u>
Total Assets under Administration			
Cash, securities and other assets held for estates, trusts and agencies		\$1,947,439,000	\$1,876,851,000
Consolidated assets as above—including assets of \$631,851,000; (1969—\$597,071,000) held for guaranteed account		<u>1,411,469,000</u>	<u>1,273,268,000</u>
		<u>\$3,358,908,000</u>	<u>\$3,150,119,000</u>

Notes to Consolidated Financial Statements

December 31, 1970

1. Securities

Bonds are stated at amortized cost and stocks at cost. Included in the investment in stocks are 112,500 shares of Canada Permanent Mortgage Corporation with a quoted market value of \$1,237,000 purchased by the subsidiary, Canada Permanent Trust Company, as an investment and carried at cost of \$606,659.

2. Reserve for mortgages and securities

Reserves for extraordinary mortgage and security losses, formerly deducted from the related assets, are included as part of shareholders' equity at December 31, 1970. The 1969 figures have been restated accordingly.

3. Income Taxes

The Corporation and its subsidiary are appealing, or intend to appeal, income tax assessments totalling approximately \$2,700,000 in respect of the years 1964 to 1968. Full provision has been made in the accompanying financial statements for the amounts assessed, as well as for additional taxes of \$800,000 which would arise in respect of the years 1969 and 1970 should the appeals be denied.

Auditors' Report

To the Directors of
CANADA PERMANENT MORTGAGE CORPORATION

We have examined the consolidated balance sheet of Canada Permanent Mortgage Corporation and its subsidiary, Canada Permanent Trust Company, as at December 31, 1970 and the consolidated statements of revenue and expense, undivided profits, reserve for mortgages and securities and reserve fund for the year then ended. Our examination included a general review of the accounting procedures and such tests of accounting records and other supporting evidence as we considered necessary in the circumstances.

In our opinion these consolidated financial statements present fairly the financial position of the Companies as at December 31, 1970 and the results of their operations for the year then ended.

CLARKSON, GORDON & CO.

THORNE, GUNN, HELLIWELL & CHRISTENSON

Auditors

Toronto, January 25, 1971

Statistical Review (Note 1)

(000's omitted)

Position at year end (Note 2)	1970	1969	1968	1967
Company assets				
Mortgages	\$ 1,096,530	\$ 976,809	\$ 833,295	\$ 802,342
Other	314,939	296,459	313,355	283,590
	<u>1,411,469</u>	<u>1,273,268</u>	<u>1,146,650</u>	<u>1,085,932</u>
Estate, trust and agency assets	<u>1,947,439</u>	<u>1,876,851</u>	<u>1,808,553</u>	<u>1,698,402</u>
Total assets under administration	<u>3,358,908</u>	<u>3,150,119</u>	<u>2,955,203</u>	<u>2,784,334</u>
Deposits	344,246	303,674	300,445	291,845
Debentures and guaranteed investment certificates	977,134	882,691	762,572	715,703
Total borrowings	1,321,380	1,186,365	1,063,017	1,007,548
Shareholders' equity	82,197	77,862	75,848	69,848
Number of shares issued	<u>7,100</u>	<u>7,100</u>	<u>7,099</u>	<u>6,857</u>
Results for the year				
Revenue	123,404	102,752	89,771	82,511
Expense				
Interest	86,116	66,325	56,600	49,145
Staff remuneration	17,247	16,239	14,449	13,788
Other operating expenses	10,415	10,585	9,641	9,819
	<u>113,778</u>	<u>93,149</u>	<u>80,690</u>	<u>72,752</u>
Profit before income taxes	9,626	9,603	9,081	9,759
Income taxes	4,272	4,303	3,860	4,306
Net profit	5,354	5,300	5,221	5,453
Dividends	3,976	3,976	3,971	3,705
Statistics per share (Note 3)				
Earnings	75.4¢	74.6¢	73.5¢	79.5¢
Dividends	56.0¢	56.0¢	56.0¢	54.0¢
Shareholders' equity	\$ 11.58	\$ 10.96	\$ 10.78	\$ 10.26

Notes:

1. The current practice in financial reporting is to include a five or ten year statistical review. Because of the merger of trust companies in 1967, comparable statistics are not available for the years prior to 1967.

2. The prior years' figures have been restated in accordance with policy changes set out in the notes to the 1969 and 1970 financial statements.

3. Based on total shares outstanding on December 31 of each year.



The economic climate of the Atlantic Region is undergoing steady but dramatic change and the historic feeling of isolation is gradually disappearing. There is a new awareness of the potential of these four eastern provinces, as reflected in recent discussions of political union. Significantly, this awareness is growing within the Atlantic Region itself. It is being generated among people who live and work here and who are anxious to undertake — on their own — projects that will not only show immediate economic benefits but also provide the foundation for long-term economic growth.

Throughout the Atlantic Region, which involves some 261 Canada Permanent people, our policy has always been to equate funding and service facilities to actual and anticipated growth patterns.

Our services are widely accepted, a fact reflected in our 1970 performance, in which our percentage contribution to the overall profits of the company has increased.

Estates, trusts and agencies under administration are currently valued at \$306,738,000. Our future role in the region will largely be in this field along with mortgage lending. Today we administer mortgages valued at more than \$100,213,000. Our savings (including Term Deposits) total \$98,177,000. Other services — pensions, retirement savings plans and investor services — will gradually increase. The Atlantic Region has a population of just over 2 million people living in an area of some 94,000 square miles throughout the 4 Atlantic provinces. A small but significant part of Canada.

John K. Wedlake

Top: John K. Wedlake (left), Vice-President Atlantic Region, on the bridge of a new container ship — a key to Maritime economic growth — with F. H. Howard, President, Halicon.

Left: The President on a Maritime visit with D. C. Campbell, Chairman, Fredericton Advisory Board and R. S. Payne, Manager (3rd and 4th from left).

NEWFOUNDLAND
St. John's
PRINCE EDWARD ISLAND
Charlottetown
NOVA SCOTIA
Dartmouth
Halifax
Lunenburg
New Glasgow
Sydney
NEW BRUNSWICK
Fredericton
Moncton
Saint John

Our Atlantic Region



Commercial mortgage financing in Newfoundland.



Our Quebec Region

Montreal



There are encouraging signs that the economy of Quebec is on the move again after a lull of some four years. Large scale capital projects in the Northern sections and the construction of new plants in the Quebec area and Eastern Townships will stimulate renewed activity throughout the province as well as in the Montreal area.

Major trust companies, whose head offices are located in Quebec, offer brisk competition and the complexities created by bilingualism are continuing factors in Canada Permanent's operation in this province. However, with Montreal as our head office centre for Quebec, Canada Permanent has moved with the times in offering individuals equity investment through our investment fund, in streamlining estate planning and other such services as our employee relocation plan. The latter is particularly attractive to national companies since there is today extensive movement of personnel between major Canadian centres.

In the Province of Quebec, where 180 Canada Permanent people are employed, our company has — under administration — \$86,131,000 in estates, trusts and agencies and \$70,161,000 in mortgages. Our savings (including Term Deposits) total \$52,197,000. Through our real estate and mortgage facilities we are in an excellent position to benefit from increased economic activity in Quebec and well situated to compete aggressively for the savings dollar which will be required for further mortgage investment in this province. **J. E. Nadeau**

Top: J. E. Nadeau, Vice-President Quebec Region, pauses amid reminders of old world charm, in modern expanding Montreal.

Left: Canada Permanent's Employee Relocation Plan at work in Quebec.



Savings dollars for reinvestment in Quebec region.



Our Ontario Region



Ontario Region continues to be the corporate testing ground for administrative and promotional innovations which can be applied across Canada. For example, as the result of experience here, we foresee future emphasis on money management, estate, trust and agency administration and real estate sales in large centers. In this way, our best resources can be concentrated and brought to bear upon these vital services. The emphasis in our smaller centers will then be upon mortgage lending, investing and savings services.

A sense of realism is emerging in Ontario's real estate market which is an important area of Canada Permanent's operations in this province. The rate of inflation of housing prices, which prevailed throughout the 1960's appears to be diminishing. This fact combined with the easing of interest rates will stimulate not only our real estate business but also our mortgage operations. Stock transfer work which has been fairly static for the past year and a half is starting to pick up as the (stock) market shows signs of regaining its former strength and direction.

At the close of 1970 the Ontario Region had \$548,266,000 in mortgages under administration along with \$1,213,304,000 in estates, trusts and agencies. Our savings (including Term Deposits) total \$806,912,000. This region employs 1,161 Canada Permanent people, exclusive of head office personnel. **F. A. Wansbrough**



Top: F. A. Wansbrough (left), Vice-President Ontario Region, reviews regional operations with A. C. Langley (centre) Supervisor, Toronto branches and Eric J. Brown, Q.C., Assistant Vice-President, Ontario branches.

Left: Bruce McRae, Mortgage Supervisor (left) and Sydney Mentiply, Windsor manager (middle) at site of CP financed nursing home.

How to win friends and influence people—a window display at Yorkdale branch.

Toronto	Oshawa
Brantford	Ottawa
Brockville	Port Hope
Galt	Sarnia
Hamilton	Sault Ste. Marie
Kitchener	Sudbury
London	Windsor
Oakville	Woodstock



Natural resources and strengthening wheat economy — these, and the resulting cycle of capital, employment, construction, services and population, are the magic words that justify economic excitement which is prevalent in the Western Region today. And here Canada Permanent, established in Winnipeg since 1888, is well entrenched with five full-service branches.

At the end of 1970 Canada Permanent administered estates, trusts and agencies valued at \$169,107,000 and mortgage loans of \$171,111,000. Our savings (including Term Deposits) total \$200,825,000. The Western Region employs 326 people.

Any review of the Western Region in terms of facilities, services and revenues reflects an average drawn from three provinces — Manitoba, Saskatchewan and Alberta — whose economics are distinctive and different one from the other. Thus, the sustaining of the Western Region's percentage contribution to pre-tax profits during 1970 takes into account serious wheat problems in Saskatchewan, a good year in construction in Manitoba and a fluctuating oil situation in Alberta.

The individual strength of each branch has always been particularly important in the western provinces. The challenge and potential for Canada Permanent to serve the west in the future is being met by services that are provincially oriented.

C. R. Wilson

Top: The West to C. R. Wilson (right), Vice-President Western Region, is rich in natural resources. Rich too in rural beauty, as illustrated on this Canada Permanent-managed farm. Owner Robert Braden (left).

Middle: We act as Trustee, Employee's Pension Funds for such companies as Canada Safeway.

Bottom: Stampede promotion at our Calgary branch.

ONTARIO
Thunder Bay

MANITOBA
Winnipeg

SASKATCHEWAN
Regina
Saskatoon

ALBERTA
Calgary
Edmonton

Our Western Region





Chilliwack
Kamloops
Penticton
Prince George
Vancouver
Victoria

Our British Columbia Region

Canada Permanent's policy of extending greater autonomy to regional offices is particularly attractive in the Province of British Columbia where there exists a strong regional pride. It is generated in part by the geographic definition of our province created by the Rocky Mountains and, in part, by the strong economic growth pattern of British Columbia.

Canada Permanent is one of the largest lenders in British Columbia, having under administration \$212,008,000 in mortgages. Estates, trusts and agencies funds under administration total \$172,155,000. Our savings (including Term Deposits) total \$132,602,000. The development of our corporate trust department has been one of substantial proportions and the administration of estates has been rapidly developing — as a result of branch locations at points in British Columbia where we can offer excellent service, covering almost the entire geographic area. The Region employs a staff of 509.

We see mortgage lending and estates administration as highlighting our company's future role in growing British Columbia, with probable expansion of our real estate department.

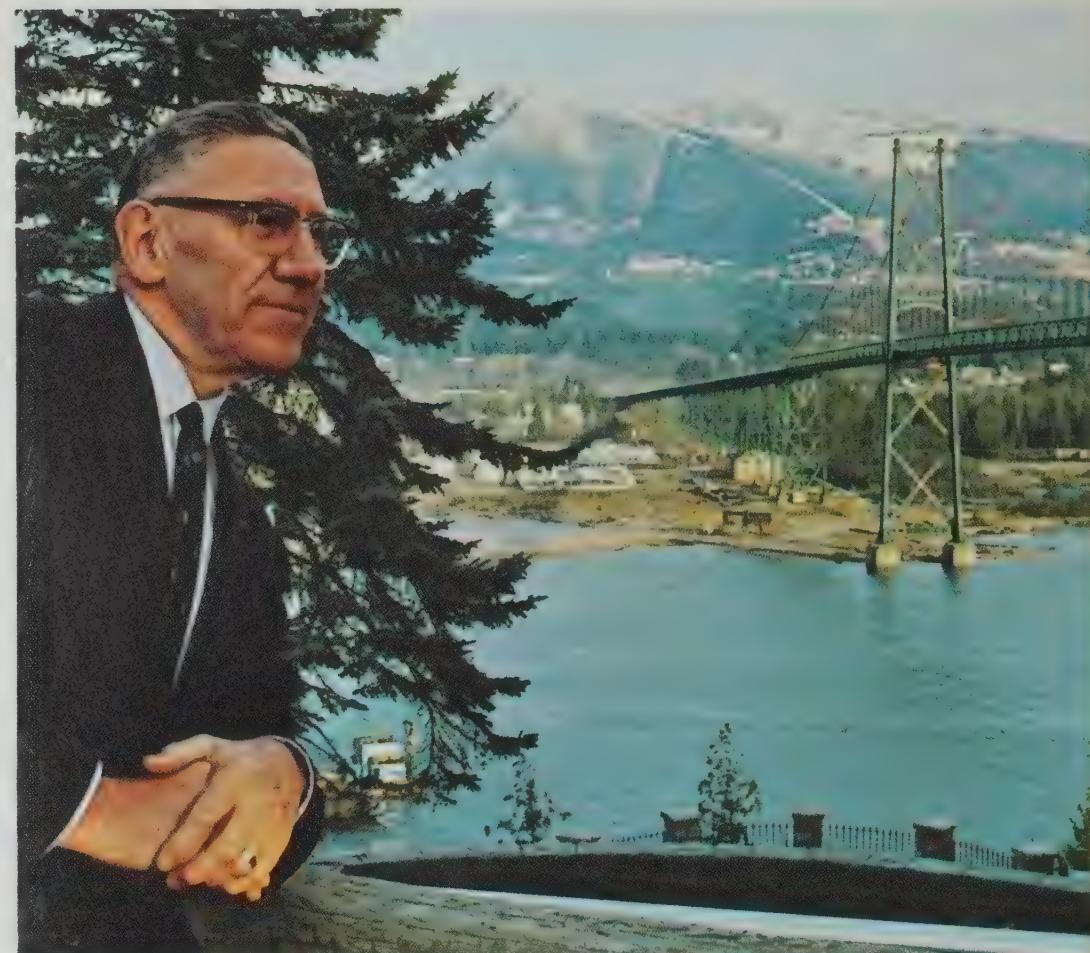
The British Columbia Region is keeping pace with the province's needs and opportunities and this year increased its percentage contribution to Canada Permanent's profits.

S. J. Budge

Top: To S. J. Budge, Vice-President British Columbia Region, B.C. grows — but never out-grows the beauty of settings such as this harbour scene.

Left: The President joins British Columbia managers at a regional seminar.

D. G. Waddell, Mgr. Corporate Services, Vancouver (left) with Gordon Edgar, Mgr. Westshore Terminals (subsidiary of Kaiser Resources Ltd., a transfer agency client of CP).





F. A. Wansbrough and Toronto Mayor William Dennison with some of the 4,000 children at the Thomas Foster Annual Picnic which Canada Permanent organizes.

Leigh Sanderson, Prince Albert Collegiate Institute, Prince Albert, Saskatchewan, receives the Thousand Dollar Award in the 4th Annual Student Writing Contest from D. G. Neelands.



Some Highlights of 1970



A record of loyalty: Arthur Davies retired after 60 years service with CP and receives several company gifts from Mr. Neelands including a blow-up of the first page of the Toronto Star of April 3, 1911, the day he joined the company.



Messrs. K. Burn, D. G. Neelands and F. A. Wansbrough visiting the CNE booth which featured real estate services this year. Our other services were also displayed.



H.R.H. The Prince of Wales presenting the Canada Permanent Trust All-Star Cup to Greg Findlay, captain of the All-Star team in the game against Grey Cup winners, Ottawa Roughriders, in Ottawa on July 2. CP manages Pension Fund of Canadian Football League.

Mr. and Mrs. Lawrence Libgott opened a \$5 savings account in 1928 at 34 King St. W., Toronto, and received a clock as a premium. The clock still works, the couple still save with us and recently received a travel clock from the president to commemorate their long friendship with our company.



The new \$15,000 mortgage to Mr. and Mrs. Joe Minaudo boosted our outstanding mortgage loans over the billion dollar mark. We celebrated this milestone by reducing the couple's debt by 50%.



Some Highlights of 1970



K. Burn and D. G. Neelands chat with winners of color TV sets offered in real estate contest at CNE.

Officers of Canada Permanent

Head Office:
Canada Permanent Building
320 Bay Street, Toronto

Trust Division

Chairman	A. Bruce Matthews
President	Donald G. Neelands
Executive Vice-President	J. W. Rose
Vice-President	J. W. Millar, Q.C.
Assistant General Manager — Personal Trust	Berkeley Hynes
Assistant General Manager — Corporate Services	B. B. Upshall
Assistant General Manager — Pension Trust	H. K. Minns

Borrowed Money Division

Vice-President	K. Burn, Q.C.
Assistant General Manager — Mortgages	J. H. Deason
Assistant General Manager — Borrowed Funds	E. E. Spencer
Assistant General Manager — Premises	N. M. Dingle

Investment Division

Vice-President	J. P. S. Mackenzie
Deputy General Manager	R. P. Howard
Assistant General Manager & Treasurer	H. W. Purchase
Assistant General Manager — Investment & Research	F. G. Porter
Assistant Treasurers	Robert R. Peace G. E. Gordon Forbes

Finance Division

Vice-President	J. D. Porter, F.C.A.
Assistant General Manager & Controller	E. A. Fricker, C.A.
Assistant General Manager — Information Systems	R. M. Dragan

Personnel Division

Assistant Vice-President	N. G. Wright
Assistant Vice-President & Secretary	E. G. Dewling
Associate Secretary	Ronald A. Parker

Marketing Division

Assistant Vice-President	D. H. W. Bath
Manager, Advertising & Public Relations	M. D. Sinclair

Operating Division

Ontario Region	
Vice-President, 320 Bay St., Toronto	F. A. Wansbrough
Assistant Vice-President — Ont. Branches, 320 Bay St., Toronto	Eric J. Brown, Q.C.
Assistant General Manager & Branch Manager, 320 Bay St., Toronto	E. H. Smith
Assistant General Manager & Branch Manager, 1901 Yonge St., Toronto	A. E. Stead
Supervisor, Toronto Savings Branches, 320 Bay St., Toronto	A. C. Langley

Atlantic Region

Vice-President, 5160 Prince St., Halifax	J. K. Wedlake
Assistant General Manager & Branch Manager, 5160 Prince St., Halifax	Murray A. North

Quebec Region

Vice-President, 600 Dorchester Blvd. W., Montreal	J. E. Nadeau
---	--------------

Western Region

Vice-President, 433 Portage Ave., Winnipeg	C. R. Wilson
--	--------------

British Columbia Region

Vice-President, 455 Granville St., Vancouver	S. J. Budge
Assistant General Manager & Branch Manager, 455 Granville St., Vancouver	H. K. Naylor

Board of Directors

Chairman of the Board

A. Bruce Matthews, C.B.E., D.S.O.*† Toronto

President

Donald G. Neelands*† Toronto

Vice-President

Gordon F. Maclaren, M.B.E., Q.C.*† Ottawa
Partner, Maclaren Corlett and Tanner

Stewart G. Bennett, M.C.† Toronto
Company Director

Sidney M. Blair*† Toronto
Vice-Chairman, Canadian Bechtel Limited

W. J. Borrie † Vancouver
Chairman, Pemberton Securities Limited

Charles F. W. Burns*† Toronto
Chairman, Burns Bros. and Denton Limited

Harry J. Carmichael, C.M.G.† Toronto
Company Director

Cyril F. H. Carson, Q.C., LL.D.† Toronto
Partner, Tilley, Carson, Findlay & Wedd

John H. C. Clarry, Q.C.* Toronto
Partner, McCarthy & McCarthy

J. M. Richard Corbet † Toronto
Director, Mattagami Lakes Mines Limited

Edward F. Crease † Halifax
President, Alfred J. Bell & Grant Limited

Hon. Thomas A. Crerar, P.C.† Winnipeg

G. Eric Ellsworth † Toronto
Company Director

C. Maurice P. Fisher † Sackville, N.B.
Vice-President, The Enterprise Foundry Company Limited

Sheldon L. Fountain † Halifax
President, North Eastern Corporation, Limited

Albert S. Fraser † Montreal
President, Investment Foundation Limited

Eliot S. Frosst*† Montreal
Company Director

G. Gordon Gale † Ottawa

Frederick G. Gardiner, Q.C., LL.D.*† Toronto
Partner, Gardiner, Roberts, Anderson, Conlin, Fitzpatrick, O'Donohue & White

Henry S. Gooderham*† Toronto
Chairman, The Dominion of Canada General Insurance Company

Jean-J. Gourd, Q.C.† Montreal
Partner, Gourd & Monette

Charles G. Greenshields, Q.C.† Montreal
Barrister and Solicitor

W. Douglas Hatch † St. Catharines, Ontario
President, T. G. Bright & Company Limited

Charles Hay, LL.D.*† Toronto
President, Hockey Canada Limited

Hon. Harry Hays*† Calgary
Member of The Senate of Canada

Hon. Gordon B. Isnor † Halifax
Member of The Senate of Canada

Ronald H. Jenkins † Calgary
President, Burritt Travel Service Limited

George L. Jennison*† Toronto
Company Director

Roy A. Jodrey, LL.D., D.C.L.† Hantsport, N.S.
Chairman, Minas Basin Pulp & Paper Company, Limited

Oakah L. Jones † Toronto
Chairman and President, The Consumers' Gas Company

*Canada Permanent Mortgage Corporation
†Canada Permanent Trust Company

William H. Jost, Q.C.*† Halifax
Partner, Burchell, Smith, Jost, Burchell & Chisholm

Hon. R. L. Kellock, Q.C., LL.D.† Toronto
Counsel, Blake, Cassels & Graydon

W. Leo Knowlton, Q.C.*† Toronto
Chairman, Zurich Life Insurance Company

Leon J. Ladner, Q.C., LL.D.† Vancouver
Partner, Ladner, Downs, Locke, Clark & Lenox

Hon. T. D'Arcy Leonard, C.B.E., Q.C., LL.D.*† Toronto
Company Director

John A. MacAulay, C.C., Q.C., LL.D.*† Winnipeg
Partner, Aikins, MacAulay & Thorvaldson

J. K. Macdonald*† Toronto
Chairman, Confederation Life Insurance Company

A. Murray MacKay, LL.D.† Halifax

Charles F. Mackenzie, LL.B., LL.D.*† Toronto
Company Director

John MacNeil, Q.C.† Sydney, N.S.
Partner, MacNeil, MacNeil & Colborne

Brian R. B. Magee *† Toronto
Chairman, A. E. LePage Limited

H. W. Manning † Winnipeg
Company Director

George E. Mara *† Toronto
President, William Mara Company Limited

Donald J. McDonald *† Toronto
President, Midland-Osler Securities Limited

Norman J. McLean † Toronto
Director, Canada Packers Limited

Maynard A. Metcalf, C.B.E.† Montreal

William H. Mowat *† Vancouver

Sidney C. Oland, C.D., V.D., LL.D.† Halifax
Chairman, Oland & Son, Limited

Ralph D. Parker † Toronto

William P. Pigott *† Ancaster, Ontario
President, Pigott Construction Company Limited

Norman S. Robertson, Q.C.*† Toronto
Partner, Robertson, Lane, Perrett, Frankish & Estey

John J. Robinette, Q.C.† Toronto
Counsel, McCarthy & McCarthy

David P. Rogers † Toronto
Chairman, Union Gas Company of Canada, Limited

J. W. Rose * Toronto

Rhys M. Sale, LL.D.† Toronto
Company Director

Clifford Sifton, D.S.O., Q.C.*† Toronto
Chairman, Armadale Company Limited

Wallace W. Smith † Lunenburg, N.S.
Vice-President, National Sea Products Limited

James W. Speirs † Winnipeg
President, Modern Dairies Limited

Colin M. A. Strathy, Q.C.*† Toronto
Partner, Strathy, Archibald, Seagram & Cole

E. Harold Tanner, O.B.E.† Calgary
Vice-President, Tanner Bros. Limited

Norman E. Whitmore *† Regina
President, Whitmores Limited

Thomas Wilding † Toronto
Director, Shaw & Begg Limited

Kenneth A. Wilson, Q.C.† Montreal
Counsel, Lafleur & Brown

Honorary Director—Gordon C. Lindsay, C.B.E.

Canada Permanent Branches

ATLANTIC REGION

Newfoundland	St. John's	John K. Wedlake, Vice-President, 5160 Prince Street, Halifax . . . (902) 422-1531
Prince Edward Island	Charlottetown	275 Water Street, Manager, J. B. Ells (709) 722-0322
Nova Scotia	Dartmouth Halifax	129 Kent Street, Manager, Donald H. Stanhope (902) 892-2417
	Lunenburg New Glasgow Sydney	170 Portland Street, Manager, F. A. Kieley (902) 463-1055 1646 Barrington Street, Manager, Murray A. North (902) 422-1531 5160 Prince Street, Manager, Murray A. North (902) 422-1531 36 King Street, Manager, G. C. MacDonald (902) 634-8809 141 Provost Street, Manager, C. D. Fulmore (902) 755-3253 199 Charlotte Street, Manager, H. T. Young (902) 539-3640
New Brunswick	Fredericton Moncton Saint John	67 Carleton Street, Manager, R. S. Payne (506) 475-8858 814 Main Street, Manager, N. A. Edwards (506) 855-1160 53 King Street, Manager, R. R. Scarborough (506) 657-2770

QUEBEC REGION

Montreal	J. E. Nadeau, Vice-President, 600 Dorchester Blvd. W., Montreal . . . (514) 861-8855
	600 Dorchester Blvd. West, Manager, J. E. Nadeau (514) 861-8855
	1326 Greene Avenue, Westmount, Manager, D. B. Lane (514) 861-8855
	*85 Metropolitan Blvd., Pointe Claire (514) 697-4415
	*Laval Shopping Centre, Chomedey (514) 681-6491
	*3 Commercial St., Roxboro (514) 684-6080

ONTARIO REGION

Toronto	F. A. Wansbrough, Vice-President, 320 Bay Street, Toronto . . . (416) 362-7262
	320 Bay Street, Manager, E. H. Smith (416) 362-7262
	3114 Bathurst Street, Manager, F. R. Cordick (416) 789-7311
	2518 Bayview Avenue, Manager, J. G. Wigglesworth (416) 444-4457
	36 Bloor Street West, Manager, W. G. Howlett (416) 927-4711
	2972 Bloor Street West, Manager, David H. Boyd (416) 233-1201
	2901 Danforth Avenue, Manager, T. G. Squires (416) 691-2125
	123 Eglinton Ave. East, Manager, G. W. B. Kay (416) 485-9183
	45 Eglinton Square, Manager, R. J. Ingram (416) 751-0611
	34 King Street West, Manager, P. B. Myles (416) 368-6081
	10 St. Clair Ave. West, Manager, Lyle H. Wilson (416) 922-6135
	1943 Weston Road, Manager, H. M. Falconer (416) 247-8276
	1901 Yonge Street, Manager, A. E. Stead (416) 481-3443
	3335 Yonge Street, Manager, M. K. Longbottom (416) 487-3401
	4833 Yonge Street, Manager, D. H. Wilson (416) 223-2110
	148 Yorkdale Shopping Centre, Manager, W. M. Grottenberg . . . (416) 787-5632
	*1901 Yonge Street (416) 485-9145
	*3130 Bathurst Street (416) 789-7351
	*2968 Bloor Street West (416) 231-5632
	*32 King Street West (416) 362-7431
	*1468 Victoria Park Avenue (416) 751-9800

* Real Estate services only.

Brantford	70 Market Street, Manager, A. E. Quinlan	(519) 759-4020
Brockville	20 King Street West, Manager, R. N. Beech	(613) 345-1815
Galt	27 Water Street North, Manager, J. Dale	(519) 621-4610
Hamilton	39 James Street South, Manager, J. L. Collis	(416) 522-2422
	*950 King Street West	(416) 528-0267
	*524 Brant Street, Burlington	(416) 639-3355
Kitchener	19 King Street East, Manager, John M. Clarke	(519) 743-4191
London	361 Richmond Street, Manager, Norman A. Mitchell	(519) 433-1761
Oakville	233 Lakeshore Road East, Manager, J. H. Herring	(416) 845-7138
Oshawa	Oshawa Shopping Centre, Manager, J. W. Froud	(416) 728-9482
	*61 King Street West	(416) 725-1157
Ottawa	30 Metcalfe Street, Manager, A. W. Nicolle	(613) 237-4550
Port Hope	113 Walton Street, Manager, C. M. Lawson	(416) 885-6353
Sarnia	195 Christina Street North, Manager, N. J. Lundvall	(519) 337-3717
Sault Ste. Marie	629 Queen Street East, Manager, E. Hamilton Smith	(705) 254-7355
Sudbury	120 Durham Street South, Manager, R. J. D. Dench	(705) 675-2221
Windsor	545 Ouellette Avenue, Manager, S. Mentiplay	(519) 252-6551
Woodstock	539 Dundas Street, Manager, A. A. Mowat	(519) 539-2002

WESTERN REGION

Ontario	Thunder Bay	C. R. Wilson, Vice-President, 433 Portage Avenue, Winnipeg	(204) 947-0441
Manitoba	Winnipeg	239 Arthur Street, Manager, E. S. Hird	(807) 345-1228
Saskatchewan	Regina	433 Portage Avenue, Manager, Howard P. Miller	(204) 947-0441
	Saskatoon	1778 Scarth Street, Manager, C. W. Conrad	(306) 525-3741
		170 Second Avenue South, Manager, A. Keith Forsyth	(306) 652-1700
Alberta	Calgary	315 Eighth Avenue S.W., Manager, E. J. Patterson	(403) 266-1071
		*Chinook Centre, MacLeod Trail	(403) 252-3351
		*1332 Northmount Drive	(403) 289-3711
	Edmonton	10038 Jasper Avenue, Manager, J. E. Donahoe	(403) 422-2131

BRITISH COLUMBIA REGION

Chilliwack	S. J. Budge, Vice-President, 455 Granville Street, Vancouver	(604) 684-0466
Kamloops	61 Yale Road East, Manager, B. W. Towler	(604) 795-9166
Penticton	190 Seymour Street, Manager, R. Kevin Lane	(604) 372-9541
Prince George	262 Main Street, Manager, J. D. Lank	(604) 492-0145
Vancouver	444 Victoria Street, Manager, R. E. White	(604) 563-0646
	455 Granville Street, Manager, H. K. Naylor	(604) 684-0466
	2699 Granville Street, Manager, E. A. Clarke	(604) 731-6554
	2154 West 41st Avenue, Manager, D. O. Jones	(604) 266-7101
	*4488 Main Street	(604) 876-7111
	*2001 West 41st Avenue	(604) 266-4155
	*1764 Lonsdale Avenue, North Vancouver	(604) 988-6131
	*3953 East Hastings Street, Burnaby	(604) 291-2821
	*10051-136A Street, Surrey	(604) 581-5211
	*674 #3 Road, Richmond	(604) 273-3161
Victoria	1125 Douglas Street, Manager, R. Frank Allen	(604) 386-1361

* Real Estate services only.

Branch Advisory Boards

St. John's Nfld. Chairman E. L. Hickman

Lewis H. M. Ayre	E. A. Pratt
P. Derek Lewis, Q.C.	P. B. Rendell
Hon. Campbell L. Macpherson, O.B.E., LL.D.	H. D. Roberts, M.D.
E. J. Phelan, Q.C.	G. M. Stirling, Q.C.
	William A. Tiller

Charlottetown, P.E.I.

N. H. DeBlois	Alan K. Scales
J. A. McMillan, M.D.	H. B. Schurman

Saint John, N.B. Chairman C. N. Wilson

J. Ross Corbett	Hugh H. Mackay
Robert L. Emerson	H. L. McMackin
Roy M. Lawson	

Moncton, N.B. Chairman C. M. P. Fisher

John Burchill	J. K. Grainger
Gerald L. Comeau	W. G. Stewart, Q.C.
A. G. English	

Fredericton, N.B. Chairman D. C. Campbell

Brig. E. C. Brown	A. McF. Limerick, Q.C.
B. L. Jewett, M.D.	Frank I. Morrison

Halifax-Dartmouth, N.S. Chairman William H. Jost, Q.C.

Edward F. Crease	Ian M. MacKeigan, Q.C.
S. L. Fountain	Donald McInnes, Q.C.
Hon. Gordon B. Isnor	Charles C. Mitchell
R. A. Jodrey	S. C. Oland
Charles E. MacCulloch	Hon. Victor deB. Oland, E.D.
A. Murray MacKay	John E. Shaffner

Lunenburg, N.S. Chairman Wallace W. Smith

James R. Creaser	Hon. J. J. Kinley
Lyle D. Hopkins	Murray Mosher
Leon J. Iversen	Stanley S. Rafuse

New Glasgow, N.S. Chairman J. Drummond MacGregor

J. Simon Fraser	Donald R. MacKay
Waldo Goodman	E. C. Mingo
D. Creighton Jewkes	Thomas C. Sedgwick, Q.C.

Sydney, N.S. Chairman John MacNeil, Q.C.

Roy D. Duchemin, Q.C.	D. Owen Hartigan
Gordon Elman	Daniel A. MacDonald
James G. Hackett, Q.C.	

Montreal, Que. Chairman Eliot S. Frosst

Roger L. Beaulieu, Q.C.	Maynard A. Metcalf
Albert S. Fraser	William H. Wallace
Jean-J. Gourd, Q.C.	Kenneth A. Wilson, Q.C.
C. G. Greenshields, Q.C.	Albert E. Woods
Frank S. McGill, C.B.	

Ottawa, Ont. Chairman Gordon F. McLaren, M.B.E., Q.C.

G. E. Beament, O.B.E., Q.C.	C. J. Mackenzie,
John M. Coyne, Q.C.	C.M.G., D.Sc., LL.D.
C. F. Elderkin	Donald McLaren
D. Hamilton Findlay	A. E. Norcross
G. Gordon Gale	P. Stuart Secord, O.B.E.
Roy H. Hyndman, A.F.C.	Roger N. Seguin, Q.C., LL.D.

Hamilton, Ont. Chairman William P. Pigott

James N. Allan	D. H. Henderson
C. H. Boothe	K. B. Paulin
Emile L. Dubois	T. F. Rahilly, Jr.
Ramsey A. Evans, Q.C.	J. G. Smith

Winnipeg, Man. Chairman John A. MacAulay, C.C., Q.C., LL.D.

John F. Baldner	S. Price Rattray
Hon. T. A. Crerar	T. Bruce Ross
Arthur E. Johnston, Q.C.	J. W. Speirs
H. W. Manning	R. Bruce Sutherland

Regina, Sask. Chairman C. Morley Willoughby

C. Roberts Davidson, Q.C.	John W. Peart
Hon. Gordon B. Grant	Norman E. Whitmore

Saskatoon, Sask. Chairman M. A. East

Sidney L. Buckwold	James H. W. Sanderson
David E. Gauley, Q.C.	C. G. Schmitt, Q.C.

Calgary, Alta. Chairman E. Harold Tanner, O.B.E.

J. A. Brusset	J. Howard Kelly, Q.C.
George E. Edworthy	Charles Kennedy
W. N. Graburn	J. Angus McKinnon
Hon. Harry Hays	Brett F. Sine
R. H. Jenkins	John Stevenson
Reginald F. Jennings	

Edmonton, Alta. Chairman F. G. Winspear, F.C.A., LL.D.

John K. Campbell	George W. Golden
H. A. Dyde,	S. A. Mactaggart
O.B.E., M.C., Q.C., LL.D.	(Mrs.) Mary H. Mooney
Howard T. Emery, Q.C.	

Vancouver, B.C. Chairman Leon J. Ladner, Q.C., LL.D.

Ralph D. Baker	N. A. M. MacKenzie,
W. J. Borrie	C.M.G., Q.C., LL.D.
George C. Bradley	T. H. McClelland
Ralph T. Cunningham	W. H. Mowat
R. J. Filberg, O.B.E.	Walter S. Owen, Q.C., LL.D.
J. L. Gibson	P. R. Sandwell
Hugh L. Keenleyside, Ph.D., D.Sc., LL.D.	R. Douglas Welch
Leon J. Koerner, LL.D.	Norman R. Whittall
	Harold M. Wright

Kamloops, B.C. Chairman R. I. Dalgleish

T. A. Bulman	M. C. French, C.A.
--------------	--------------------

